

Boston Redevelopment Authority

James E. Cofield, Jr./Board Member

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February 17, 1977

Mr. Robert L. Farrell, Chairman
Boston Redevelopment Authority
One City Hall Square
Boston, Massachusetts 02201

Dear Bob:

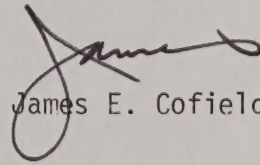
At numerous Authority meetings over the last six months we have discussed, although in a cursory manner, the implication of the Authority's budget on payroll costs. During 1976 the Authority increased its payroll cost by a figure which exceeded the gross salaries of those employees terminated (or notified of the Authority's intent to terminate) by the Authority's September 9th decision. At a December meeting we asked the director to prepare a detailed budget which forecasts sources of income and personnel needs based on that forecast. This same request has been made of our current director, Bob Walsh, but the budget has not yet been prepared.

Somehow, our priority seems to be someplace other than in the direction of fiscal responsibility. We have, over the last few months, continued to add to payroll costs without the benefit of a detailed budget forecast and in face of public pronouncements of "retrenchment" and "economic squeeze". Such decisions can only lead to public suspicion of the manner in which we carry out our responsibility and further deterioration of staff morale.

I therefore, suggest that we give high priority to fiscal accountability and formally request the director to prepare a detailed budget which forecasts sources of income and the implication of that budget on personnel costs. I further suggest that the Authority not increase its payroll costs until such a budget is prepared and reviewed by the Authority. The only appropriate exception to this action would be the demonstration of critical need for a particular position.

Although this proposal may seem somewhat restrictive, I think we have reached the point where it is warranted. I look forward to your support in this endeavor.

Very truly yours,


James E. Cofield, Jr.

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